

26 March 1965

Colonel White:

You asked to see this paper on Executive Development which Personnel sent to the Executive Director in August 1963.

I do not fully agree with  proposals. For one thing, limiting the group to be developed to GS-15 and above would seem to me to make rotation at anything but a managerial level extremely difficult. I should think that they would want to start at a level which would permit <sup>Assignment to</sup> working level positions in various parts of the Agency. It seems to me that DD/S and DD/P have very effective development programs inherent in the rotational assignments and formal training. What seems to be needed is a way of rotating more people between the Directorates in substantive jobs such as is now being done in OTR. I do not know the DD/I and DD/S&T programs as well, but I suspect some arbitrary rotation would be needed because of the lack of natural rotation created by overseas assignments.

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TO file w/

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
UNCLASSIFIED		CONFIDENTIAL		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		INITIALS	DATE	
1	Deputy Director (Support)		/s/ W	30 Jul 63	
2	Director of Personnel				
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	

**Remarks:**

Draft paper on an executive development program for generalists forwarded for your review per our telecon 29 July 1963.

H/w note by LKW

This is a good think piece and shows a lot of thought has been put into this paper. While I still have personal reservations about some aspects of it I think it is good enough to send forward to Kirk for his consideration with a suggestion that, if it meets with his approval, it be put formally before the Personnel Advisory Board. It should later be considered by the Deputy Directors personally since

*Personnel* 

success will depend heavily on their support,  
participation, etc.

/s/ LKW

Acting Director of Personnel 5E56 Hqs 30 Jul 63

DD/S:LKW:jas

Distribution:

- O - D/Pers w/O of draft paper on an executive  
development program for generalists
- 1 - DD/S chrono w/o Att
- 1 - DD/S subject w/T of draft paper

DD/S 63-3322

*Personnel*

31 JUL 1963

MEMORANDUM FOR: Executive Director  
THROUGH : **Acting** Deputy Director (Support) */s/ hgl* 01 AUG 1963  
SUBJECT : Proposed Executive Development Program for Generalists  
REFERENCE : Action Memorandum No. A-239 dtd 1 May 1963, subject: Generalist Corps

1. In response to reference, there is attached a paper summarizing previous proposals concerning the establishment of an executive development program and describing a new proposal based on these earlier proposals for an Executive Development Program designed "to identify and provide special developmental opportunities for employees considered to possess the potential for positions of senior managerial and executive responsibility."

2. It is suggested that, if this proposal is generally in line with your thinking in this area, the attached paper be formally referred to the Personnel Advisory Board for review and comment. Assuming general agreement as to objective and method, it is suggested that this proposal then be referred personally to the Deputy Directors for consideration since the success of such a program will depend heavily on their support and participation.

  
Acting Director of Personnel

Attachment: A/S

Distribution:

- 1 - Addressee w/att *(Return to D/Pers)*  
1 - DD/S w/att *sub, w/att*  
1 - ~~D/PS~~ w/att  
1 - C/PRS w/att

OD/Pers/  sac (31 July 1963)